

# Diagnostic Analysis



*January 2015*

## **Diagnostic Analysis of Minneapolis Police Department, MN**

*Opportunities for Evidence-Based Technical Assistance*

# Preface: OJP Diagnostic Center Confidentiality Policy

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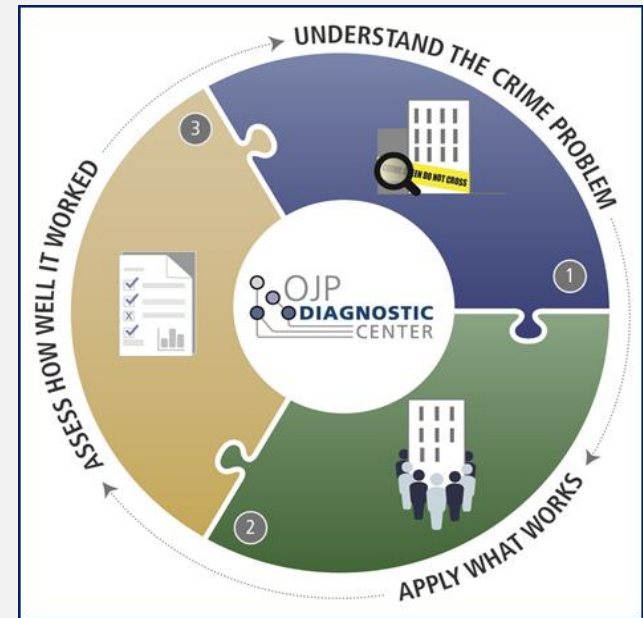
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# Preface: About This Document

- ▶ This document is part of the technical assistance package provided by the Department of Justice (DOJ) Office of Justice Programs (OJP) Diagnostic Center in response to a request for assistance from the Minneapolis Police Department (MPD).
- ▶ Through services provided across OJP's many programs, the Diagnostic Center aims to fulfill a nationwide call from the criminal justice community to improve access to information on what works in preventing and controlling crime as well as provide guidance on how to implement data-driven programming. Diagnostic Center services are customized for each community's crime problem.
- ▶ The purpose of this document is to:
  - *Identify and analyze the contributing factors* to the issues identified in the request from MPD.
  - *Recommend evidence or practice-based solutions and promising practices* that address the contributing factors.
  - *Inform the development of a response strategy*, in close coordination with the requesting community leaders, for implementing the recommended evidence-based solutions.



# MPD requested assistance to review its EIS and to assess police conduct and oversight processes to improve accountability

**MPD's goal is to improve police accountability based on industry standards for handling complaints, managing police oversight and discipline and preventing misconduct.**

## **Priority Area 1: Assess the scope of police misconduct**

- ▶ Collected and analyzed citizen complaints filed against Minneapolis police officers from 2008 through 2013
- ▶ Identified patterns and trends in citizen complaint data, including volume, processing and dispositions
- ▶ Gathered input from stakeholders on perceptions of police performance and legitimacy

## **Priority Area 2: Conduct gap analysis for police accountability process**

- ▶ Conducted onsite interviews with key stakeholders, including MPD, municipal agencies and community representatives
- ▶ Analyzed strengths and gaps related to oversight, discipline and accountability

## **Priority Area 3: Review early intervention systems in MPD and EIS model practices**

- ▶ Reviewed literature on promising practices and models in EIS
- ▶ Reviewed history of EIS in MPD and identified opportunities to align MPD approaches to promising practices
- ▶ Assessed MPD's use of coaching



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# In response to community concerns about the handling of police complaints, the City established the Office of Police Conduct Review

## Primary Area of Focus is Improved Police Accountability

- ▶ In 2012, the city of Minneapolis established the Office of Police Conduct Review by local ordinance to handle complaints of police misconduct.
- ▶ To address officer conduct, the department developed a police Early Intervention System (EIS) in 2009, but it has gaps and is not used uniformly.
- ▶ The Diagnostic Center was invited to assess current policies and practices related to the police conduct and oversight process and provide recommendations for needed improvements in police accountability.



**The Office of Police Conduct Review**  
Certified Member of NACOLE  
2013-2014





# In the last two years, Minneapolis has taken a number of steps to proactively address police accountability

## Actions Taken to Improve Officer Conduct





- ▶ **The Office of Police Conduct Review (OPCR), created by city ordinance,** replaced the Civilian Review Authority (CRA) (approved 9/12)
- ▶ **Janee Harteau appointed to Chief of Police (12/12)** and as Chief, promoted organizational change
- ▶ **Chief Harteau released *MPD 2.0*,** a strategic plan focusing on professionalism, accountability, transparency and excellence
- ▶ **MPD initiated multiple organizational change efforts by:**
  - Creating the Chief's Citizens Advisory Council, an advisory resource to help form long-term strategies, community-policing concepts, public awareness and build public trust
  - Setting a new strategic direction through development of mission, goals, values and vision with a focus on accountability
  - Providing training on Fair and Impartial Policing
  - Participating in the National Police Research Platform on organizational change and community relations
  - Participating in a Police Executive Research Forum (PERF) initiative using evidence-based strategies to build police legitimacy, with an emphasis on police-Somali relations
  - Implementing goals and unit tracking to support performance management
- ▶ **Chief Harteau and MPD invited the OJP Diagnostic Center** to assess the police conduct and oversight process with an emphasis on early intervention



# MPD and the Diagnostic Center completed the diagnose phase of data-driven analysis and identified recommendations for change

To complete the *diagnose* phase, the Diagnostic Center:

- ▶ Collected and analyzed misconduct and complaint data to identify patterns and trends in the data as well as existing responses and prevention practices.
- ▶ Reviewed literature on EIS model practices and assessed MPD's EIS.
- ▶ Conducted onsite interviews of key stakeholders.
- ▶ Identified training and technical assistance to strengthen police accountability and fill the gaps.

		Completed		Next Steps				
		Diagnose		Implement	Assess			
		 Understand the Criminal Justice Problem	 Find What Works in the Community	 Do What Works in the Community	 Assess How Well It Worked			
ACTIVITIES	1.1	Identify the need for an intervention	2.1	Understand what makes a program practice- or evidence-based	3.1	Determine necessary program adaptations (if needed)	4.1	Develop an evaluation strategy and tools
	1.2	Generate initial hypotheses on criminogenic contributing factors	2.2	Identify practice- or evidence-based program options	3.2	Develop program implementation and sustainability plans	4.2	Implement evaluation strategy and collect data
	1.3	Identify and interview stakeholders	2.3	Evaluate and select the “best fit” practice- or evidence-based model	3.3	Build or engage community coalitions	4.3	Conduct periodic reviews of evaluation results and program fidelity
	1.4	Collect and synthesize data to identify baseline indicators	2.4	Assess community and organizational readiness	3.4	Begin implementation and training activities	4.4	Share success stories and lessons learned
	1.5	Refine hypotheses and prioritize criminogenic contributing factors						
OUTPUTS	✓	Problem definition and scope	✓	Identification of “best fit” practice- or evidence-based model(s) and program design	✓	Delivery of interventions to target population	✓	Evaluation results, lessons learned, best practices, and measurement of change against baseline indicators
	✓	List of contributing factors and baseline indicators	✓	Best practices on how to implement the model	✓	More informed community	✓	Documentation of program accountability and integrity
	✓	Hypotheses for how each factor contributes to the problem	✓	Feasibility of implementing the model in your community	✓	Increased staff skills	✓	Recommendations for future program modifications and improvements
IMPACTS	✓	Understanding and data-driven diagnosis of problem	✓	Selection of “best fit” practice- or evidence-based model	✓	Successful implementation of practice- or evidence-based programs and practices, with fidelity and integrity	✓	Reduction or elimination of criminal justice problem
					✓	Immediate improvement in mission area	✓	Results that inform future management and funding decisions





# To assess police conduct and oversight process, the Diagnostic Center conducted 45 interviews and analyzed complaint data

The Diagnostic Center conducted interviews and analyzed data to:

- ▶ Develop a baseline understanding of police oversight, complaint and disciplinary processes
- ▶ Identify patterns and trends in the filing, processing and disposition of misconduct and citizen complaints
- ▶ Identify department strengths and opportunities for change

## Stakeholder Interviews

### Law Enforcement and Prosecution\*

- ▶ MPD personnel, including command staff, middle managers and first line supervisors
- ▶ Minneapolis Police Federation leadership
- ▶ City and County Attorney's Offices
- ▶ United States Attorney's Office

### Community Stakeholders

- ▶ Chief's Citizen Advisory Council
- ▶ Clergy
- ▶ Citizens and activists representing communities of color

### City and County Government

- ▶ Office of the Mayor
- ▶ City Council President
- ▶ Department of Civil Rights

## Individual and Small Group Interviews

### Law Enforcement and Prosecution\*

### Community Stakeholders

### City Government



## Totals

11

23

11



\* Note: In addition to the individual and small group interviews, the Diagnostic Center briefed more than 100 MPD staff on the engagement, its purpose and targeted outcomes.

Per the preface disclaimer, points of view or opinions in this document do not necessarily represent the official position or policies of the U.S. Department of Justice.

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# The Diagnostic Center analyzed six years of citizen complaint data from three offices to identify trends and patterns

## Municipal Entities Involved in Citizen Complaints

### ▶ **Civilian Review Authority (CRA):**

Prior to October 2012, the CRA investigated citizen complaints of misconduct against MPD officers. Investigations, findings and evidence were presented to the CRA Board, which was comprised of citizens appointed by the Mayor and City Council, and resulted in determinations which were referred to the chief of police for action.

### ▶ **Office of Police Conduct Review (OPCR):**

Starting in October 2012, the OPCR began receiving complaints of police misconduct. It has the authority to process them by: (1) dismissing them; (2) referring them to the officer's supervisor for action; (3) mandating mediation between the officer and citizen; or (4) referring them to be investigated by either a civilian or sworn investigator. The OPCR also refers full investigation to the Police Conduct Review Panel which in turn issues recommendations of merit or no merit to the Chief.

### ▶ **Internal Affairs (IA) Division:**

The IA Division investigates complaints of employee misconduct and violations of MPD's rules and regulations.

## Key Elements of the Citizen Complaint Analysis

### ▶ The Diagnostic Center analyzed citizen complaint data from:

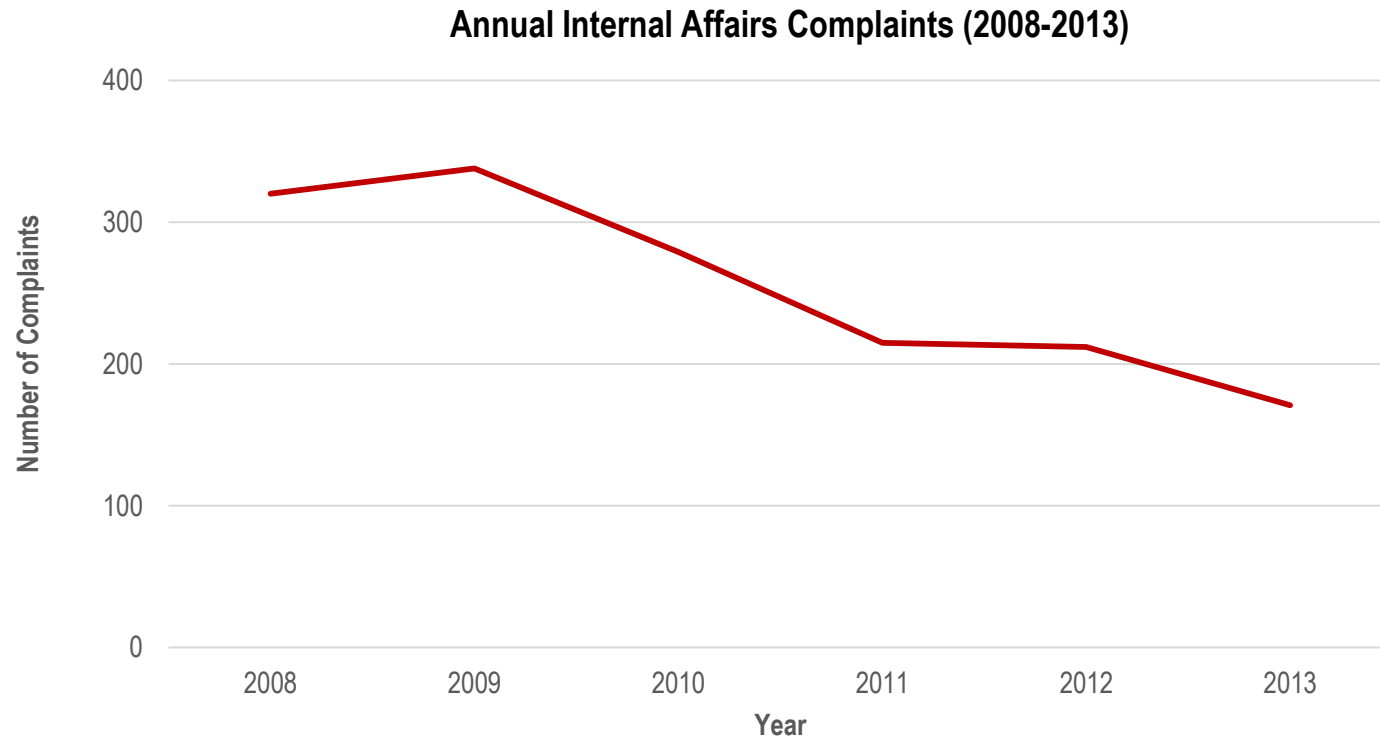
- Annual Reports
- Practice Manager, IA Division's information system
- Monthly complaint data as reported by the CRA
- Quarterly reports from the new OPCR

### ▶ Data were aggregated and analyzed to:

- Identify patterns and trends in citizen complaints filed against Minneapolis police officers from 2008-2013
- Reveal trends in case outcomes and dispositions



# Complaints to Internal Affairs declined by 47% from 2008 to 2013



## Review of annual Internal Affairs complaints from 2008 through 2013 revealed:

- ▶ IA complaints represent the full range of complaint types including performance issues and ethics complaints. IA also conducts administrative reviews of critical incidents.
- ▶ Complaints to the IA Division dropped by 47% from 2008 (n=320) to 2013 (n=171)



# Under CRA, intakes closed accounted for 75% to 85% of the complaint dispositions each year

## Annual CRA Complaint Processing (January 2008 to September 2012)

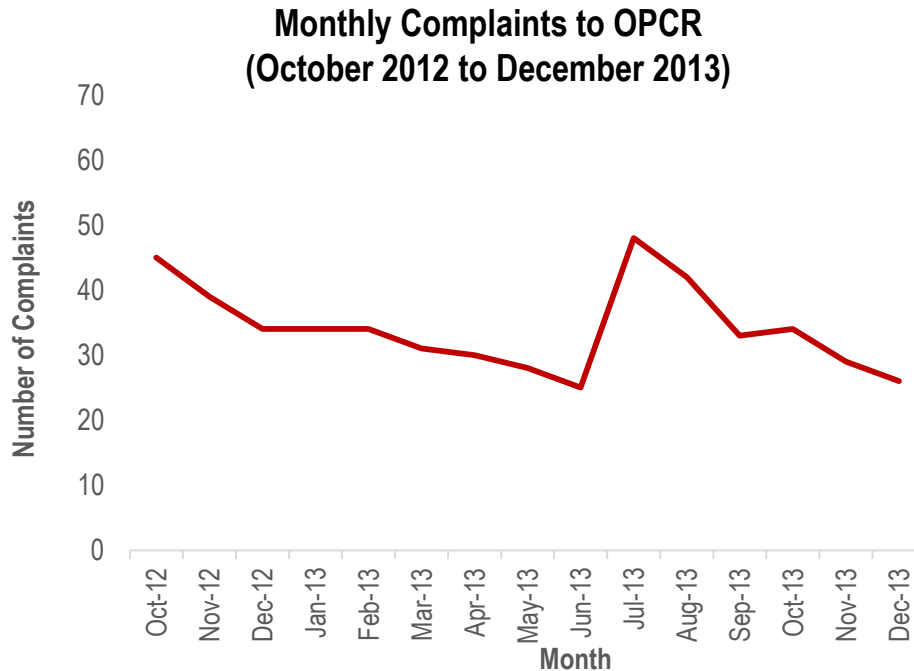
Year	Complainant Contacts	Intakes Closed*	Administrative Investigations/ Mediations
2008	391	314 (80.3%)	77 (19.7%)
2009	470	358 (76.2%)	112 (23.8%)
2010	397	310 (78.1%)	87 (21.9%)
2011	350	260 (74.3%)	90 (25.7%)
2012	306	258 (84.3%)	48 (15.7%)

\* Prior to closure, the CRA may have conducted a preliminary investigation (including interviews) or taken other steps to resolve the issue. Cases may have been closed and dismissed for no basis, lack of jurisdiction or a complainant's failure to cooperate with the investigative process. Not all cases closed were dismissed; some were referred to a more appropriate mechanism for resolution such as the MPD Internal Affairs Unit or another agency. During this stage, complainants may have also withdrawn complaints prior to resolution.



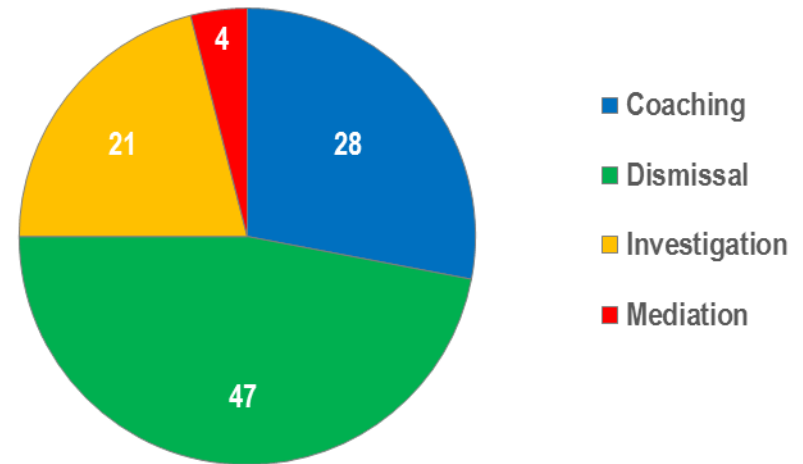


# OPCR complaints were most commonly dismissal (47%), sent to coaching or mediation (32%) or proceeded to investigation (21%)



- ▶ The monthly number of OPCR complaints was relatively stable over time, ranging from approximately 30-50 per month
- ▶ Differences in how CRA and OPCR received and processed complaints prevent a longitudinal analysis that would examine trends over time. As a result, CRA and OPCR data are examined separately

**OPCR Initial Complaint Disposition**  
(October 2012 to December 2013)



- ▶ OPCR complaint processing data show that approximately 47% of complaints are dismissed; 28% are sent to coaching; 4% are sent to mediation; and 21% proceed to an investigation
- ▶ The data indicated that 53% of the initial complaints received additional action beyond intake investigation



# Serious disciplinary actions against officers occur infrequently while proactive interventions have been a consistent part of MPD's response to officer conduct

**MPD Discipline and Coaching by Year**

Actions	2008	2009	2010	2011	2012	2013	Total
Terminations	3	2	2	2	1	2	12
Demotion	-	-	-	-	-	-	0
Suspension	4	11	18	11	14	6	64
Reprimand Letter	6	14	25	10	12	9	76
Sustained Coaching	64	129	79	67	46	33	418

- ▶ Serious disciplinary actions against officers such as terminations and suspensions occur infrequently, in approximately 7-20 cases annually
- ▶ Proactive interventions, like coaching, have been a consistent part of MPD's response to complaints against officers



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# Stakeholders highlighted actions taken by MPD and OPCR that lay a solid foundation for improving officer conduct and accountability

Stakeholders identified key steps taken to improve officer conduct



## MPD Strengths

- ▶ Stakeholders interviewed provided consistent feedback that MPD is moving in the right direction
- ▶ Stakeholders observed efforts by MPD to shift the culture toward accountability and transparency
- ▶ Stakeholders recognized the new community outreach strategies and organizational change efforts as positive shifts

## OPCR Strengths

- ▶ Stakeholders reported the increased collaboration and communication between civilians and police in OPCR are improving the police conduct review process
- ▶ Increased use of coaching by OPCR to address lower level complaints is perceived as positive by stakeholders
- ▶ Stakeholders reported OPCR is bringing more accountability and transparency to the citizen complaint process



# While recognizing positive gains by MPD, stakeholders identified five areas for improvements in police conduct and oversight

	Factor	Stakeholder Input
Transparency and Accountability	Transparency	<ul style="list-style-type: none"> <li>▶ Clarify the police conduct review process and its outcomes</li> <li>▶ Increase transparency (e.g., why complaints are processed by IA versus OPCR, why complaints are assigned to sworn versus civilian investigators)</li> </ul>
	Prevention of Misconduct	<ul style="list-style-type: none"> <li>▶ Develop a prevention-oriented system that supports officer performance</li> <li>▶ Enhance first line supervision to improve consistency, accountability and the coaching process</li> <li>▶ Provide multiple interventions to address and prevent problem behaviors</li> </ul>
	Complaint Process	<ul style="list-style-type: none"> <li>▶ Process complaints in a timely manner</li> <li>▶ Examine differences in civilian and sworn investigations</li> <li>▶ Clear up confusion about the process in the community and the department</li> </ul>
Community-Police Relations	Perceived Common Types of Misconduct	<ul style="list-style-type: none"> <li>▶ Treat residents with lack of respect</li> <li>▶ Use of unprofessional language or tone</li> <li>▶ Lack of cultural competency and sensitivity</li> </ul>
	Outreach, Communication and Community Engagement	<ul style="list-style-type: none"> <li>▶ Improve MPD messaging and image in the community</li> <li>▶ Inform the public whether complaints result in discipline or action</li> <li>▶ Increase community engagement</li> <li>▶ Strengthen relationships with communities of color</li> </ul>

## The analysis of interview data identified the following:

- ▶ Stakeholders perceive MPD is taking positive steps to improve officer accountability
- ▶ Stakeholders view OPCR as positive and improving accountability and transparency in the citizen complaint process
- ▶ Five areas identified for change:
  - Develop an EIS based on model practices
  - Strengthen the coaching process
  - Adjust the police conduct review process
  - Enhance communications and outreach
  - Improve community relations





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# The Diagnostic Center conducted a review of EISs to identify model practices and benefits of effective systems

## EIS Fundamentals

- ▶ An EIS focuses on risk management and prevention as opposed to discipline.
- ▶ EIS tracks a range of officer behaviors, both positive and negative. Officers flagged by the system are evaluated through the supervisory chain and a course of action is recommended to intervene and change problematic behavior.
- ▶ Up to 20 officer behaviors are tracked in an automated database.
- ▶ Using a cumulative process, the system identifies officers who exceed identified thresholds and critical behavioral indicators are flagged in the system. A number of different officer behaviors form the basis of department-level threshold models.
- ▶ A first line supervisor/commander is alerted when an officer is flagged for meeting specified criteria, signifying the officer may require an intervention (e.g., mentoring, counseling, retraining, transfer to another assignment, coaching).
- ▶ In some cases, an investigation of an officer flagged by the system may reveal the officer is not at risk for problem behavior.

## Benefits of EIS

- ▶ Assists officers in overcoming personal or professional problems that affect job performance
- ▶ Allows for early identification of potential personnel problems
- ▶ Provides efficient management tools for improved supervision of front line officers
- ▶ Improves community-police relations by helping prevent misconduct
- ▶ Enhances integrity and accountability in the department
- ▶ Provides data-driven information to develop training and policy
- ▶ Helps reduce litigation costs

## Frequently Tracked Behaviors in an EIS

- ▶ Non-lethal use of force
- ▶ Officer-involved shooting incidents
- ▶ Officer-involved vehicular pursuits
- ▶ Citizen-initiated complaints
- ▶ Incidents of failure to appear in court
- ▶ Officer-involved civil suits or administrative claims
- ▶ Department disciplinary actions
- ▶ Use of sick leave
- ▶ Commendations and awards



# An analysis of MPD's EIS revealed gaps and the need to more closely align MPD's early intervention approach to model practices

***Created in 2009, MPD's EIS has systemic challenges:***

## **MPD EIS Program Design**

- ▶ Reactive program that did not fully address prevention and risk management
- ▶ Interventions to problematic behaviors limited mainly to coaching
- ▶ Limited systematic input from personnel to inform types of behaviors and thresholds

## **Operational and Organizational Integration**

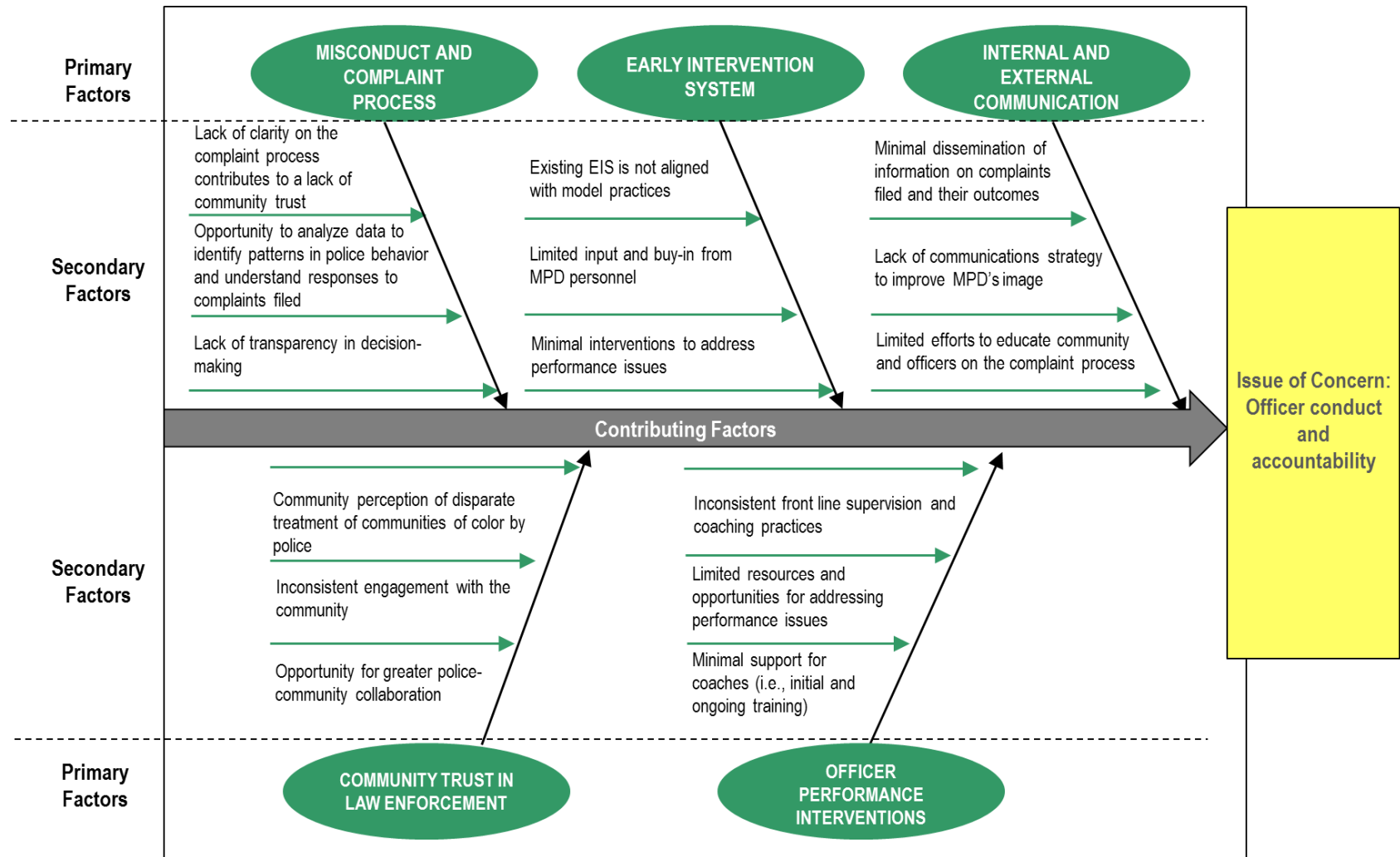
- ▶ Lack of automated EIS management system impeded ability to review effectiveness and improve the system
- ▶ Organizational placement of EIS did not demonstrate alignment to the strategic message and intent of EIS
- ▶ Minimal ongoing training to support implementation efforts and create sustainable behavior change

## **Implementation**

- ▶ Limited systematic input from MPD staff impeded buy-in and shared definition of problematic behaviors
- ▶ Perceived as a wellness program, suggesting a human resources function as opposed to a systemized accountability and risk management tool
- ▶ Lack of automation prevented electronically tracking and flagging of behaviors of concern in a systematic manner



# Map of Factors Contributing to Officer Conduct and Accountability

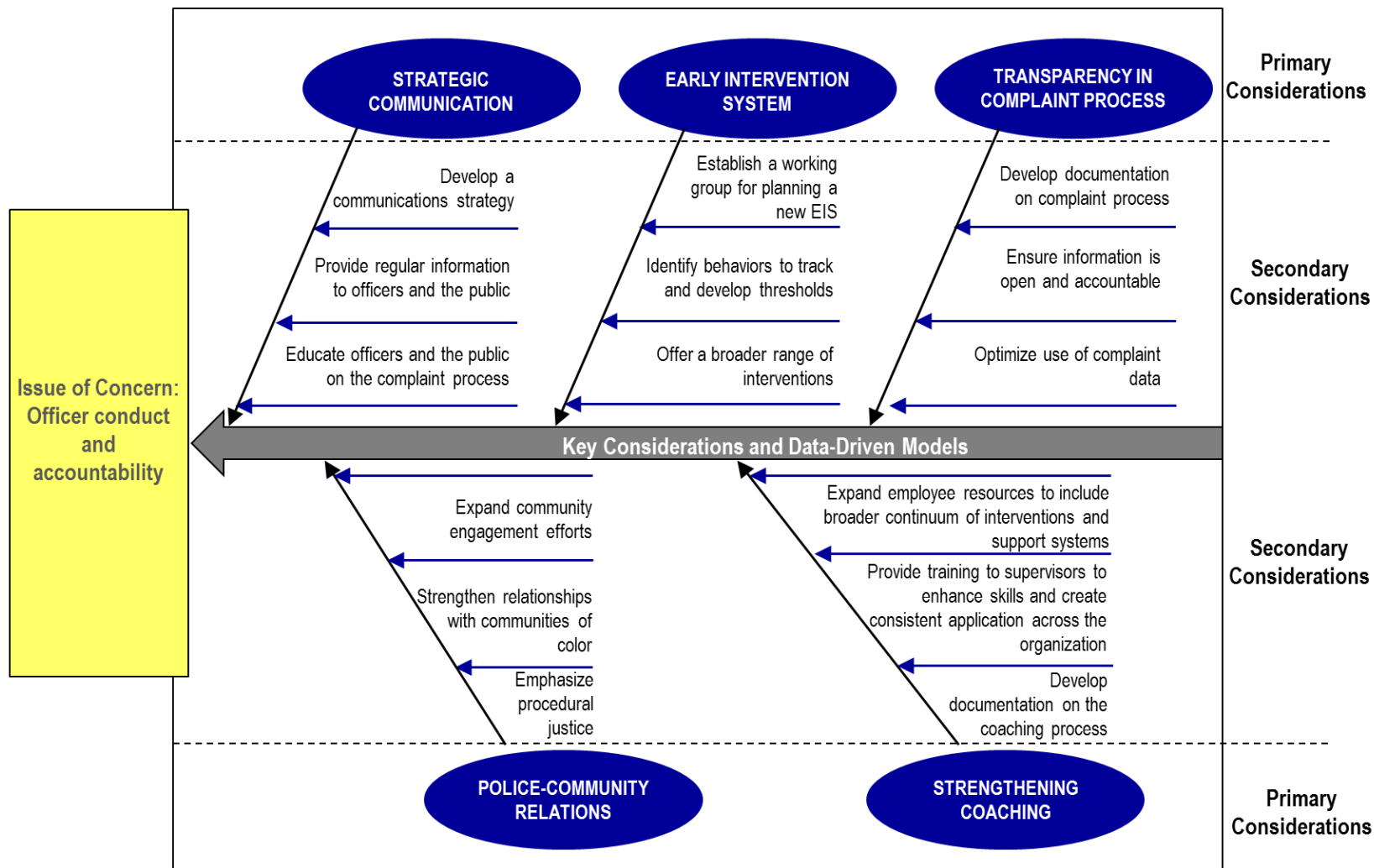


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# Recommendations to Improve Officer Conduct and Accountability



# Principles of procedural justice can build community trust and confidence and enhance police accountability

## Key Components of Procedural Justice\*\*\*

- ▶ **Voice** – perception that the community member's side of the story has been heard
- ▶ **Respect** – perception that police officers treat community members with dignity and respect
- ▶ **Neutrality** – perception that the decision-making process is unbiased and trustworthy
- ▶ **Understanding** – perception that community members comprehend the process and how decisions are made
- ▶ **Helpfulness** – perception that system players are interested in each person's personal situation to the extent that the law allows

## Guiding Principles for Police-Citizen Contacts\*\*\*\*

- ▶ Allow for citizen participation (give individuals the opportunity to state their case)
- ▶ Demonstrate fairness and neutrality
- ▶ Treat people with dignity and respect
- ▶ Demonstrate trustworthiness

- ▶ Every police-citizen contact is an opportunity to build public confidence in police, or alternatively, to cause tension and erode public trust.\*
- ▶ Research shows that people who perceive they are treated fairly and respectfully by police report positive impressions of law enforcement even if the interaction results in a sanction.\*\*
- ▶ Police agencies must also model principles of procedural justice in how officers are treated within the organization.

\*Tyler, T. R. "Why people obey the law." New Haven: Yale University Press (1990).

\*\*Mazerolle, L., Antrobus E., Bennett, S., and Tyler, T.R. "Shaping citizen perceptions of police legitimacy: A randomized field trial of procedural justice." *Criminology*, 51, 33-63.

\*\*\*Horowitz, Jake. "Making every encounter count: Building trust and confidence in the police." *NIJ Journal*, (2007): 8-11.

\*\*\*\*Tyler, Tom R. and Jeff Fagan. "Legitimacy and cooperation: Why do people help the police fight crime in their communities?" *Ohio State Journal of Criminal Law*, 6 (2008), 231-275.



# Overview of Key Strategic Improvements and Model Practices

## Factor #1: Lack of a strategic approach to communications

Recommendations

<b>Strategic Improvement</b>	<b>MPD should develop a comprehensive communications strategy to increase understanding of the police conduct and oversight process; enhance the overall messaging and image of MPD in the community; and improve MPD's relationship with traditional media.</b>
<b>Model Practices</b>	<ul style="list-style-type: none"> <li>▶ Link the communications strategy to overall goals and objectives of the department to ensure consistency in purpose and messaging</li> <li>▶ Promote consistent, positive messages throughout the department and in the community, such as publicizing the large reduction in IA complaints from 2008-2013 and the improved accountability under OPCR</li> <li>▶ Provide regular updates to the public and officers on complaints filed, how they are processed and outcomes (i.e., discipline and corrective actions imposed)</li> <li>▶ Disseminate information on complaints through traditional and social media</li> </ul>

## Factor #2: Gaps in community relations, involvement and collaboration

Recommendations

<b>Strategic Improvement</b>	<b>MPD should build upon current efforts to improve community relations and police legitimacy to expand community engagement practices and integrate model practices in community policing.</b>
<b>Model Practices</b>	<ul style="list-style-type: none"> <li>▶ Provide support to officers to engage the community through bike patrols, interacting with youth, partnering with faith leaders, building relationships and problem-solving</li> <li>▶ Place high priority on training in Diversity-Centered Leadership and Cultural Communication to strengthen officer cultural competency and customer service skills (training in these topics is under development by MPD)</li> <li>▶ Apply lessons learned and successful practices to police-community relationships city- and department-wide by expanding on the "Cedar Riverside Exploratory Study," which examined evidence-based strategies to build police legitimacy and reduce violent crime in Minneapolis' Somali community</li> <li>▶ Continue to strengthen relationships with diverse communities by creating additional police-community collaborations in areas with high concentrations of communities of color</li> </ul>



# Overview of Key Strategic Improvements and Model Practices

## Factor #3: Lack of community knowledge and trust in the police conduct and oversight process

Strategic Improvement	MPD should adopt model practices in police conduct and oversight to improve transparency and increase public knowledge and trust.
<div>Recommendations</div> <div>Model Practices</div>	<ul style="list-style-type: none"> <li>▶ Develop documentation on the complaint process to minimize inconsistencies, clarify issues and prevent confusion, including:                             <ul style="list-style-type: none"> <li>– Principles and goals of the process (four key principles of an effective complaint process are – Comprehensive, Accessible, Fair and Thorough, and Transparent)</li> <li>– Timelines for the entire process</li> <li>– Type of complaints addressed by the IA Division versus OPCR</li> <li>– Type of complaints assigned to sworn investigators versus civilian investigators</li> <li>– Training requirements for sworn and civilian investigators</li> <li>– Interview guidelines (criminal interviews versus administrative interviews)</li> <li>– Procedures for public dissemination of regular reports on the process</li> </ul> </li> <li>▶ Ensure information on the complaint process is open and accountable by:                             <ul style="list-style-type: none"> <li>– Making a description of the formal complaint process publicly available in relevant languages, including how and where to file a complaint and estimated timelines for complaint resolution                                     <ul style="list-style-type: none"> <li>▪ Make this information available in public locations, including the department's website</li> <li>▪ Educate officers to provide relevant information when asked</li> </ul> </li> <li>– Optimize the use of complaint data by reviewing all complaints against officers, regardless of final disposition, to determine whether patterns of problem behavior emerge. Citizen complaints against officers, even those that are not sustained, represent an important source of management information</li> </ul> </li> <li>▶ MPD should not give automatic preference for an officer's statement over a citizen's statement, as most complaints do not have any corroborating evidence to support either party's claims</li> </ul>



# Overview of Key Strategic Improvements and Model Practices

## Factor #4: Lack of an effective EIS that has been fully adopted by MPD

Recommendations

Strategic Improvement	<b>MPD should develop a new, prevention-oriented EIS that incorporates broad stakeholder input, improves officer performance, manages risks, provides a continuum of interventions and is supported by an automated information system.</b>
Model Practices	<ul style="list-style-type: none"> <li>▶ Establish a working group with broad representation (from the department and community) to design and define the new system in a credible manner</li> <li>▶ Offer a broad range of interventions in addition to coaching and mediation, such as mentoring, counseling, retraining and reassignment</li> <li>▶ Identify criterion behaviors related to officer performance to include in the system</li> <li>▶ Identify thresholds to flag when criterion behaviors become problematic and show potential for performance problems</li> <li>▶ Implement an automated data system to operationalize the EIS</li> <li>▶ Establish ongoing management, administration and training to support the EIS</li> </ul>

## Factor #5: Inconsistencies and confusion in the coaching process

Recommendations

Strategic Improvement	<b>MPD should strengthen coaching and integrate it with the new EIS.</b>
Model Practices	<ul style="list-style-type: none"> <li>▶ Develop documentation on coaching to cover, at a minimum, goals of coaching, expectations of coaches and other supervisory staff, the coaching process and resources available to employees involved in coaching</li> <li>▶ Provide training to supervisors and other personnel serving as coaches so they become “skilled coaches”</li> <li>▶ Expand resources available to employees involved in coaching (e.g., training, education, consistent oversight and supervision, job performance feedback)</li> </ul>





# As MPD takes action to improve officer conduct and accountability, it should monitor data over time

Data Type	Baseline Indicators	Baseline Data Points	Indicators of Positive Change
<b>Incidents</b>	<ul style="list-style-type: none"> <li>▶ Collect data on citizen complaints and processing to analyze and monitor trends</li> <li>▶ Determine additional data elements needed to better inform decision-making and improve employee performance</li> </ul>	<ul style="list-style-type: none"> <li>▶ Number of complaints by type, patrol zone and squad</li> <li>▶ Number and type of intervention strategies used per incident via the EIS</li> <li>▶ Average time for complaint investigations and processing</li> <li>▶ Number and type of complaint outcomes, including discipline</li> </ul>	<ul style="list-style-type: none"> <li>▶ Decrease in: <ul style="list-style-type: none"> <li>— Citizen complaints</li> <li>— Complaint processing times</li> </ul> </li> <li>▶ Consistent use of appropriate discipline and coaching outcomes</li> <li>▶ Identification of: <ul style="list-style-type: none"> <li>— Specific patterns in complaint review</li> <li>— High-risk officers</li> <li>— Patterns among high-risk officers (e.g., assignment, age)</li> <li>— Approaches mapped to problem areas associated with high-risk officers</li> </ul> </li> <li>▶ Investigations of specific patterns in complaint review</li> <li>▶ Increase in community outreach activities and events</li> <li>▶ Documentation of: <ul style="list-style-type: none"> <li>— Positive officer and citizen perceptions of EIS</li> <li>— Improvements in community perceptions of the relationship between the community and MPD</li> <li>— Modifications and improvements to EIS based on officer and citizen feedback</li> </ul> </li> </ul>
<b>Patterns and Frequency of Occurrence</b>	<ul style="list-style-type: none"> <li>▶ Collect data on history and location of citizen complaints to identify patterns and frequency of occurrence</li> <li>▶ Use data to monitor trends in use of force</li> </ul>	<ul style="list-style-type: none"> <li>▶ Number of incidents by zone, time of day and patrol shift</li> <li>▶ Frequency and type of complaints</li> <li>▶ Disciplinary actions taken against officers from complaints or elsewhere</li> <li>▶ Use of force, including prevalence, type and circumstances</li> </ul>	
<b>Complainants</b>	<ul style="list-style-type: none"> <li>▶ Review complainant information, including demographics and history of prior complaints</li> <li>▶ Analyze and monitor trends</li> </ul>	<ul style="list-style-type: none"> <li>▶ Complainant information, such as name, address, gender, age and race</li> <li>▶ Identify top 10 calls for service that generate the most complaints</li> </ul>	
<b>Officer Information</b>	<ul style="list-style-type: none"> <li>▶ Collect officer information, including demographics, history of intervention strategies and results</li> <li>▶ Conduct aggregate analysis that monitors trends in officer behavior</li> </ul>	<ul style="list-style-type: none"> <li>▶ Officer information, such as name, gender, age, race, years of service, prior/recent complaints and intervention strategies employed via the EIS</li> </ul>	
<b>Department Perceptions</b>	<ul style="list-style-type: none"> <li>▶ Collect data on officer perceptions regarding the effectiveness of the EIS</li> </ul>	<ul style="list-style-type: none"> <li>▶ Survey officers and supervisors for feedback on effectiveness of the EIS to change behavior</li> <li>▶ Survey data on specific interventions to determine if specific interventions work better than others</li> </ul>	
<b>Community Information</b>	<ul style="list-style-type: none"> <li>▶ Collect data on community perceptions regarding the effectiveness of EIS and the relationship between the community and MPD</li> </ul>	<ul style="list-style-type: none"> <li>▶ Survey community members to gather feedback on MPD's transparency and accountability and their public safety concerns</li> <li>▶ Collect indicators of community outreach and collaboration (e.g., number of community meetings officers attended, number and type of outreach programs developed, number of interactions with youth)</li> </ul>	

## Table Of Contents

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- ▶ Training and Technical Assistance Plan

# The Diagnostic Center proposes training and technical assistance to enhance MPD's approach to improving officer conduct

## Training and Technical Assistance Plan

### Improve Communications

**Overview:** Develop a comprehensive communications strategy for educating internal and external audiences and improving the department's overall messaging and image in the community.

### Improve Police-Community Relations

**Overview:** Building upon current and planned training of MPD personnel (e.g., Fair and Impartial Policing, cultural communication, diversity-centered leadership), leverage a peer-to-peer relationship to support practices that promote community engagement and collaboration. The peer-to-peer relationship will focus on building a successful community collaboration in areas with diverse communities.

### Improve Officer Performance

**Overview:** Build capacity to create a new EIS to improve officer performance and manage risk focused on:

- ▶ Leveraging an EIS expert to help guide and support MPD during the planning process for EIS
- ▶ Establishing a peer-to-peer relationship with a department experienced in EIS
- ▶ Establishing a peer-to-peer relationship with a department planning to blend in coaching with EIS



# TTA Topic #1: Improve Communications

**MPD can receive technical assistance to develop a strategic communications plan.**

**1**

## **Communication Strategies for Law Enforcement**

Technical assistance will build capacity within MPD to develop a strategic communications plan for improving communications with internal and external audiences; enhancing community understanding of police conduct and oversight processes; improving overall messaging and the department's image in the community; and improving the department's relationship with traditional media. Technical assistance would be provided by an expert in law enforcement communications.



# TTA Topic #2: Improve Police-Community Relations

**MPD can receive technical assistance on community relations.**

**1**

## **Peer-to-Peer Relationship Focused on Community Collaboration**

The Diagnostic Center will identify potential law enforcement agencies that have implemented successful strategies in police-community collaboration. The peer exchange would create an opportunity for MPD to learn from another police agency about their strategy for implementing police-community collaboration (i.e., the Las Vegas Metropolitan Police Department's Sherman Garden Initiative). MPD and the peer agency can share lessons learned and promising practices to help inform MPD's approach to police-community collaboration particularly in areas with diverse communities.



# TTA Topic #3: Improve Officer Performance

**MPD can receive technical assistance to improve officer performance.**

**1**

## **EIS Planning**

The Diagnostic Center will identify an EIS expert to provide technical assistance to MPD on the planning and development of a new EIS. The technical assistance would focus on key areas of planning and support -- how to define the new system, creating a credible working group and identifying criterion behaviors and a range of intervention resources for employees.

**2**

## **Peer-to-Peer Relationships Focused on Early Intervention**

The Diagnostic Center will identify potential law enforcement agencies that have implemented a successful EIS and incorporated promising practices. The peer exchange would create an opportunity for MPD to learn from other police agencies' approaches, including building officer and community buy-in, using information technology to automate EIS, implementing a continuum of interventions and collecting data to monitor impacts of EIS. Potential peer agencies could include the Cincinnati Police Department or the Charlotte-Mecklenburg Police Department. Another potential peer agency is the Seattle Police Department (SPD), which is developing a program blending coaching and mentoring with other interventions to address employee performance issues. Seattle's new system is in the early stages of development so MPD and SPD could learn together as they plan and implement their respective systems.



# Next Steps and Contact Information

## Next Steps

- ▶ Development of an implementation plan based on MPD's selected priorities
- ▶ Identification of specific training and technical assistance to support implementation

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